

# The Future of Knowledge Management in the Sudanese Private Sector

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**Abstract:** *This paper reviewed and assessed the future of the Knowledge management in the Sudanese Private Sector (SPS) of the Gezira State Sudan from the employees' point of view and/or perceptions. Moreover, the paper presented the benefits of using knowledge management including the challenges and issues faced by the employees. This paper used the descriptive statistics and theoretical analysis approaches for collecting and analysing the data. The investigation was based on qualitative and quantitative design using the questionnaire and semi - structured interviews. The research questionnaires were distributed to four - hundred (400) questionnaires over the ten (10) selected sectors in Gezira State with only two hundred and forty (240) usable questionnaires, yielding a response rate of eighty percentages (80%). Questionnaires focused on the five (5) measures of Knowledge Management Dimensions (KMD) namely: Planning, Process, People, Products and Performance. The results of the analysis of the variance between the five (5) independent variables of the KMD and the status of the SPS showed that the measures of dimensions were not fully implemented in the Sudanese Private Sector (SPS), White Nile State, Sudan. Thus, it is recommended that the dimensions be fully incorporated in the future of the knowledge management usage (KMF) before it is implemented to the patrons and stakeholders.*

**Keywords:** Future, Knowledge, Knowledge Management, Knowledge management Dimension (KMD), Sudanese Private Sector (SPS), Knowledge management Usage, Gezira State, Sudan

## 1. Introduction

Gezira State also spelt Al Jazirah is one of the 18 states of Sudan. The state lies between the Blue Nile and the White Nile in the east - central region of the country. It has an area of 27, 549 km<sup>2</sup>. The name comes from the Arabic word for island. Wad Madani is the capital of the state (Sudan Tribune, 20013)

The region is the site of the Gezira Scheme, a program to foster cotton farming begun in 1925. At that time the Sennar Dam and numerous irrigation canals were built. Al Jazirah became the Sudan's major agricultural region with more than 10, 000 square kilometres (2.5×10<sup>6</sup> acres) under cultivation. The initial development project was semi - private, but the government nationalized it in 1950. Cotton production increased in the 1970s but by the 1990s increased wheat production has supplanted a third of the land formerly seeded with cotton (Hyslop J, 1952)

Employees do not need to do one single thing for 10 years to have it be second nature. They do not need process flows. Knowledge is acquired from the combination of information and data that is at our fingertips, and relevant to our context. This is the future of knowledge management and access (Diane Berry, 2018).

Since Knowledge Management came to light in the early nineties, many organizations have taken to building a team to take on the mantle of "identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets" (Duhon, 1998).

1) The Future of Knowledge Management (FOKM) and the Challenges:

- a) Keeping up with ever - changing technology.
- b) Measuring Knowledge Contribution.
- c) Security.
- d) Keeping shared information up to date and accurate.
- e) Interpreting data effectively.
- f) Ensuring relevancy.
- g) Rewarding active users.
- h) Getting and keeping people motivated.

## 2. The Problem

Despite the growing literature in the area of Knowledge Management (KM) it is not known why the future of Knowledge Management is still very dark, especially in the Sudanese Private Sector (SPS) and the daily activities and transactions. Could it be a reflection of the fewer acknowledgements for the future of the Knowledge Management (FOKM) in the Sudanese activities?

Based on the problem raised the following hypothesis raised: **"The Future of Knowledge Management influencing by the knowledge management dimensions"**.

## 3. Research Model

The following research model (Figure1) was developed based on the effect of the five independents variables of the Knowledge Management Dimension (KMD) in the Sudanese Private Sector (SPS) identified in the literature in order to assist the study in answering the above question

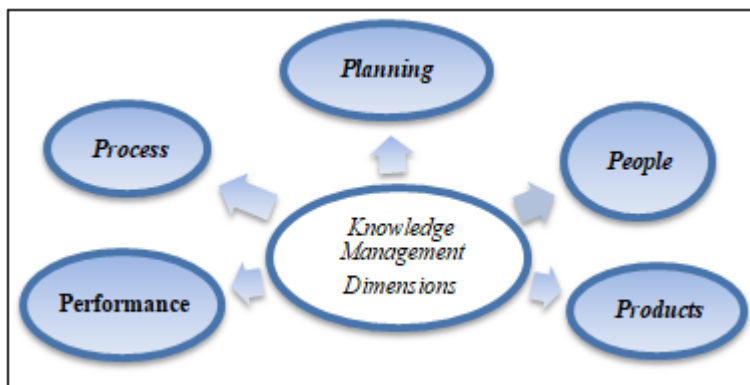


Figure 1: KMD Research Mode

#### 4. Literature Review

This section provides a review of the conceptual literature which will inform the frameworks of the study. The literature review for the study includes the Knowledge, Management, Knowledge Management, Private Sector; each of these themes contributes to the foundation for this study.

##### 4.1 Knowledge

Knowledge is a familiarity, awareness, or understanding of someone or something, such facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning. Knowledge can refer to a theoretical or practical understanding of a subject. It can be implicit (as with practical skill or expertise) or explicit (as with the theoretical understanding of a subject); it can be more or less formal or systematic, (Oxford Dictionary, 2010).

##### 4.2 Management

Management is a multi - purpose organ that manages business and manages managers and manages workers and work. "This definition of management was given by Peter Drucker in his book "The Principles of Management". "Management is the art of getting things done through people, (Mary Follet, 2011).

##### 4.3 Knowledge Management

"Knowledge Management is the process of capturing, distributing, and effectively using knowledge." (Davenport, 1994)

##### 4.4 Private Sector

The private sector is the part of the economy, sometimes referred to as the citizen sector, which is run by private individuals or groups, usually as a means of enterprise for profit, and is not controlled by the State (Haufler, Virginia, 2013)

#### 5. Research Methodology

Descriptive statistics techniques will be used to analyse the data. The questionnaire technique of data collection will be used. Employees from three Private sectors (Baraka,

Albagier, and Horia) in Gezira state will be conduct purposively to select the participant of the questionnaire. Overview for the future of Knowledge Management provided by the Union of Employers, State Legal council will be taken as sample case for the purpose of study. Analysis of variance (ANOVA) will be used to answer the research question. The sampling frame population for the paper was 500 persons. Even though 400 serianoitseau were distributed to the participants, only 300 questionnaires were successfully collected. Of the 300 (75%) questionnaires that were returned successfully only 240 (80%) copies were completely answered. The remaining of 60 questionnaires could not be included in the study due to incomplete data or poor responses

#### 6. Results and Discussions

Multiple regression analysis techniques used as quantitative approach to answer the question about the future of Knowledge Management in the Sudanese Private Sector from the employee's point of view.

The purpose of multiple regression analysis is to help the researcher understand the association between more than two quantitative variables. There are four principal assumptions which justify the use of regression analysis for the purpose of prediction: Linearity of the relationship between dependent and independent variables; Independence of the errors (no serial correlation); Multicollinearity and Normality of the error distribution (Field, 2005).

**Table 1.1:** Results of Regression Model Analysis between Independent Variables and Dependent Variables

Variable	B	Std. Error	Beta	T	Sig.	VIF
Constant	2.58E - 016	.055		.000	1.000	
Planning	.335	.059	.335	5.718	.000	1.113
Process	-.003	.061	-.003	.047	.962	1.293
People	.221	.058	.221	3.799	.000	1.199
Product Environment	.071	.065	.071	1.092	.276	1.365
Performance	.321	.069	.342	5.7818	.000	1.212

(Table 1.1) shows the results of multiple regression analysis between planning, process, people, products, performance and the future of the Knowledge Management in the Sudanese Private Sector. The adjusted squared multiple correlation coefficient (adjusted R<sup>2</sup>) clearly explains 23% of the variance associated with the perceived use of Knowledge

Management, (see Table 1.2). The F statistic is also significant ( $F = 8.320$ ) (see also Table 1.2) which confirms that not all the variables make a significant contribution to fit into regression model. Four independent variables, namely planning, people, products, performance were found to be significantly associated with the perceived use of Knowledge management in the Sudanese Private sector, Gezira state, Sudan.

As can be seen in (Table 1.1), the future depends only on the planning, people, products, performance. The term 'Multicollinearity' has been coined to express the situation where the independent variables are higher associated with each other. The last column in (Table 1.1) shows that the highest VIF (Variance Inflation Factor) value is 1.465 which is below 5 and therefore there is no problem of Multicollinearity (Hair et al., 2006). Thus the predictor variables can be considered to be independent from each other.

In (Table 1.2) the p - value is less than 0.001; therefore the future of knowledge management depends on at least one of the predictors. The R - squared value is 0.231, which means 23% of the variation in future can be explain by all 5 predictors.

**Table 1.2:** ANOVA Table

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	044.542	007	5.645	8.320	.000 (a)
Residual	203.458	248	.723		
Total	248.000	255			

$R^2 = .231, F = 8.320$

## 7. Findings

The findings from this study revealed that key among the challenges associated with the future of knowledge management is lack of organization process. Furthermore, planning, people, products, performance were among the key strategies which the respondents felt should be put in place to improve the future of knowledge management.

## 8. Conclusions and Recommendations

Knowledge Management Dimension (**KMD**) offer very powerful instruments to bring higher performance for the Sudanese Private Sector (SPS). However, as it has been stated in several studies reviewed, the **KMD** is not a solution to any development problem; it is only provides an opportunity. This research paper explore the experience resulting from these attempts worldwide, and implying the same practice in growth of Knowledge Management in the Sudan with a focus on the potential of the Sudanese Private Sectors (**SPS**) to enhance efficiency and effectiveness overall Sudanese daily activities. The findings from this study should enable top management in the Private Sector to adopt proactive approaches to improve the future of knowledge management in order to improve the performance.

The Limitations of this study is the participant of our questionnaire survey conducted within a specific Sudanese employees or participants, the results of the study therefore

may not be generalized to all other Sudanese Private Sector (SPS), the study was conducted in only specific Sudanese sectors (Gezira State), the results may not be more accurate to all other Sudanese Private Sector.

Challenges of the Knowledge Management future in the Sudanese Private Sector (SPS) and daily life style includes: Lack of organization process, Lack of implementation of research based system in term of Knowledge Management future (KMF).

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